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The Director of Central Intelligence
Washington, D.C. 20505

National Intelligence Council

NIC #02096-87
13 May 1987

MEMORANDUM FOR: Acting Director of Central Intelligence

FROM: Maj Gen Frank B. Horton III, USAF
Chairman

SUBJECT: NIC Retreat, 27-28 May 1987

1. I've attached an updated agenda for the annual NIC retreat focusing on the estimates process. Each of the daytime sessions will open with a brief presentation by each of the panelists, and the remaining time will be devoted to discussions among panel members and NIOs. Attendance lists will be provided to you as soon as they are finalized.

2. As we have previously discussed, we had hoped that Judge Webster might be able to join you in meeting with the NIOs on the evening of 27 May in his capacity as DCI-designate, or as DCI should the confirmation process be complete. We had earlier penciled in the time on your calendar, and had understood that had been done on his also. We are now told that the Judge has a commitment to a black tie dinner. Still, he might appreciate an invitation--and might in any case prefer to attend our event. A letter of invitation is attached, for you to pass to Judge Webster if you concur. We believe this would be an excellent opportunity for him to get to know the NIOs and their roles--and explore his perspective on how he might wish to use them. We would propose to start with an overview from you, followed by an around the table beginning with me, and ending with any remarks the Judge might like to make. We are prepared to discuss in more detail as the event approaches.

3. As a minimum we would hope that you will be able to attend, for broad ranging discussions on the role of the NIO. In either event, we would envision air transport down early enough for you and hopefully the Judge to join us for supper if your schedule(s) permit, or just in time for the scheduled session if not, with the return flight later that evening when the session is complete. Hope to see you, and hopefully the Judge, then.

NIC

Frank B. Horton III

Attachments:
As stated

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13 May 1987

SUBJECT: NIC Retreat, 27-28 May 1987

Acting Director of Central Intelligence

I will attend

Acting Director of Central Intelligence

I will propose to the Judge that he
attend

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The Director of Central Intelligence
Washington, D.C. 20505

National Intelligence Council

13 May 1987

MEMORANDUM FOR: Judge William H. Webster
Director, Federal Bureau of Investigation

SUBJECT: National Intelligence Council Retreat, 27 May 1987

1. The officers of the National Intelligence Council wish to invite you to attend the evening session of our annual retreat [redacted] between 1930-2100 hours on Wednesday, 27 May 1987. This could include cocktails and supper with the NIOs from 1700-1900 if your schedule permits.

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2. Our plans for discussion with you and Acting DCI Robert Gates would include an exchange of views on the mission of the NIC and role of the NIO in the Intelligence Community. I have attached the Agenda for the Retreat so that you may be informed of other topics we will address under the broad heading of the National Estimates process. We will coordinate transportation and other details with your office should you be able to attend. We hope that your schedule will permit you to join us, and look forward to hearing from you at your earliest convenience.

V/C

Frank B. Horton III

Attachment:
As stated

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OUTLINE AGENDA

Wednesday, 27 May

0930 Welcome

0945-1130 A Consumer's Perspective of National Intelligence Estimates*
(Accepted: NSC, State; also invited: OSD, JCS)

1145 Lunch

1300-1445 A Community Manager's Perspective of National Intelligence Estimates* (Accepted: NSA, DIA, CIA, INR)

1500-1645 The Integrity and Objectivity of the Estimative Process*
(NIC officers)

1700-1800 Social

1800-1900 Dinner

1930-2100 The Role of the NIO*
(NIC officers; invited: ADCI, DCI-designate)

Thursday, 28 May

0730 Breakfast

0930-1100 The NSC Staff and The Policy/Intelligence Connection*
(NSC Staff officers)

1130 Adjourn

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